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DCI/IC-78/3115  
13 February 1978

MEMORANDUM FOR:

[REDACTED]  
Director of Performance Evaluation and  
Improvement

FROM:

[REDACTED]  
OPEI/ID

SUBJECT:

Interest of the Senate Select Committee on  
Intelligence in S&TI Support to R&D

1. (C) In my memorandum of 2 February to you on this subject, I indicated that George Pickett of SSC(I) had asked for the IC Staff report on S&TI Support to R&D and for a briefing on the subject. The report will be sent after receipt of an SSC(I) request through channels. Mr. Pickett was given a deskside briefing here on 7 February. Thereafter, we had an exchange of professional views. The following is a summary of my observations.

2. (C) Mr. Pickett has a strong interest in S&TI management and has developed a good grasp of some of the problems. He absorbed the briefing readily and I have the feeling that he is supportive of the results. He asked what the RM Staff intends to do, so I referred him to the executive summary of the report. (You may recall that the summary contains the recommendations.) I told him that the findings and recommendations had been briefed at many locations including CIA, DIA, and DDR&E, and that it had been distributed throughout CIA and DoD. I made the point that the RM Staff had recommended the use of some system for improved S&TI support to R&D and that it was felt that the "DARCOM" system had been demonstrated as workable.

3. (C) He wanted to know if we were experiencing problems. I said that there were bureaucratic impediments in DoD based on reasons I consider specious, but that you were redirecting the effort so as to make

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use of the RM Staff role in evaluation within the Intelligence Community. That is, attempt to get some DoD action going based on the fact that there are no existent tools to allow for meaningful evaluation of S&TI products. He then asked about CIA's part in S&TI support to R&D. I said we were examining this problem and that we were confident that CIA products could be put to better use by DoD R&D users once there was a more systematic distribution system.

4. (C) Mr. Pickett said he would be preparing questions for Senator Hathaway at future hearings when the DCI will be a witness. One of the questions will be along the lines of, "What steps have you taken lately to improve analysis?" "Analysis" will be used in its broadest sense to include priorities among problems to be analyzed, measurement of user satisfaction, and the like.

5. (C) We had a discussion about what is meant by "quality of analysis"? I told him that I felt this question was usually addressed in a vacuum; that is, the "quality of analysis" in a product is judged without attention being paid to the questions that caused the production. I suggested that there should be intense interest in the "quality of the questions (requirements)" and in the system for raising the questions to the Intelligence Community. At present, it appears that there is too little systematic requirements input from users and too much Intelligence Community guesswork about what is really needed. Thus, products that appear to be high quality analysis from the point of view of the Intelligence Community may not furnish information needed and be useless from the users perspective. The lack of a meaningful evaluation system prevents correction of the communications breakdown. We agreed that our study indicated a lack of Intelligence Community capability to systematically address the broad base of requirements.

6. (C) I understand that Mr. Pickett plans to request the briefing on S&TI support to R&D for a small staff group at the Senate Select Committee on Intelligence. I recommend that we cooperate fully, stressing our understanding of current problems in this area and our proposed actions to correct them. It is also important to point out that we are extending our solutions to other areas in need of support such as training, doctrine, and tactics.

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7. (C) I was disappointed to hear Mr. Pickett say that he has found Naval Intelligence to be the least cooperative agency with which he has dealt. He rates them a poor third behind Army and Air Force intelligence, citing a series of specific instances when the Navy had been very slow or unresponsive. Mr. Pickett said this view is also prevalent among his counterparts in the House.



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